



**ONLY THE MEDIOCRE ARE
ALWAYS AT THEIR BEST**

Jean Giraudoux (1882-1944) diplomat and writer

CONTINUUM DEVELOPMENT SERVICES
HAS A UNIQUE COMBINATION OF EXPERIENCE THAT NO OTHER CONSULTING
TEAM CAN MATCH - OPERATIONAL, FINANCIAL, AND STRATEGIC...

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DAN GRAY, PRESIDENT

- Developed and opened Ascension Living Alexian PACE in 1996
- Former Board member of the National PACE Association
- NPA Technical Assistance Center since 2004
- Developed and opened 9 programs, including 3 rural programs
- Currently developing another rural program in Arkansas
- Licensed Nursing Home Administrator
- Master of Science in Long-Term Care Administration-University of North Texas



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MIKE SNOW, SENIOR CONSULTANT

- 30 years of experience in PACE and senior living services
- Director of Operations, Trinity Health
- Vice President of Operations for Volunteers of America
- Expertise in initial and expansion applications
- Development of PACE Policies and Procedures
- Training of PACE Interdisciplinary Team
- Bachelor of Science and Health Care Management/Gerontology, Bowling Green State University



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VICKI GRAY, RESEARCH ANALYST

- Research and data analyst for over 30 years
- Project coordinator for PACE development clients
- Expertise in responses for PACE grants and Request for Proposals
- Bachelor of Science in Urban Studies and Master's Level Certificate in Gerontology, Georgia State University



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SENIOR ADVISORY TEAM

- Vicki Guertin, Chief Executive Officer, Ascension Living Alexian PACE; 300+ participants
 - Former Executive Director, Ascension Living Alexian PACE (since the beginning)
 - Registered Nurse and former Director of Nursing
- Steve Hess, Vice President of PACE, Miami Jewish Home, Florida PACE Centers (1,000+ participants)
 - Former leader of PACE Iowa (400+ participants) and PACE Nebraska (200+ participants), Riverside PACE (now Innovage; 800 participants) and Elderhaus (100+ participants)

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Senior Advisory Team

- Norm Desbians, MD (retired)
 - Former Medical Director, Ascension Living Alexian PACE,
 - Former Chair, University of Tennessee Medical School and Internal Medicine, Erlanger Hospital, Chattanooga, TN
 - BMS, Dartmouth Medical School
 - MD, Harvard Medical School
- Kevin Mulhearn
 - Expertise in PACE financial modeling and projections
 - Former Chief Financial Officer, Alexian Brothers Health System
 - BA Accounting, North Central College
 - MBA Health Care Administration, Lewis University

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PACE EXPERIENCE

DEVELOPMENT

Bluestem PACE (rural program)	McPherson	KS
Horizon PACE (rural program; 3 sites)	Richmond	KY
LifeCircles (2 sites)	Muskegon	MI
PACE of Southeast Michigan (3 sites)	Detroit	MI
PACE of Southwest Michigan	St. Joseph	MI
Riverside PACE (now Innovage; 5 sites)	Newport News/Richmond	VA
The Oaks PACE (rural program)	Orangeburg	SC
United Church Homes and Services	Newton	NC
WellQuest PACE (rural program)	Little Rock	AK

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PACE Experience

FEASIBILITY STUDIES

Bluestem Communities (rural PACE)	McPherson	KS
Community Progress Committee, Inc.	Lebanon	TN
Evergreen Living Innovations, Inc.	Olathe	KS
HealthSource of Ohio (rural PACE)	Loveland	OH
Horizon PACE (rural PACE)	Richmond	KY
Immanuel Health Systems	Omaha	NE
Methodist Le Bonheur Health Care	Memphis	TN
Michigan Masonic Homes	Alma	MI
Mississippi Methodist Senior Services	Tupelo	MS
National Church Residences	Columbus	OH
Riverside Health System	Newport News	VA
St. Mary's Health System	Knoxville	TN
The Oaks PACE (rural PACE)	Orangeburg	SC
United Church Homes and Services	Newton	NC
WellQuest PACE	Little Rock	AK

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PACE EXPERIENCE

REQUEST FOR PROPOSAL ASSISTANCE

Evergreen Living Innovations, Inc. (rural PACE)	Olathe	KS
Community Progress Committee, Inc.	Lebanon	TN
Methodist Le Bonheur Health Care	Memphis	TN
St. Mary's Health System	Knoxville	TN
The Oaks PACE (rural PACE)	Orangeburg	SC
HealthSource of Ohio (rural PACE)	Loveland	OH

MARKET STUDIES

Appalachian Christian Village	Johnson City	TN
Catholic Health Services	Philadelphia	PA
John Knox Village	Lee's Summit	MO
Mary Washington Healthcare	Fredericksburg	VA
Methodist Retirement Communities	The Woodlands	TX
Midland Care PACE	Topeka	KS
Oklahoma City Housing Authority	Oklahoma City	OK
Virginia Mennonite Retirement Community	Harrisonburg	VA

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PACE EXPERIENCE

APPLICATIONS (since 2023)

Horizon PACE (rural program)	Richmond	KY
PACE of Southwest Michigan (expansion)	St. Joseph	MI
WellQuest PACE (rural program)	Little Rock	AK

OPERATIONAL ASSISTANCE

ArchCare Senior Life	Harlem	NY
Florida PACE Centers	Miami	FL
Institute on Aging	San Francisco	CA
LIFE Beaver County-Lutheran Affiliated Services	Aliquippa	PA
LifeCircles	Muskegon	MI
PACE of Central New York	Syracuse	NY
PACE of Southeast Michigan	Detroit	MI
PACE of Southwest Michigan	St. Joseph	MI
Riverside PACE	Newport News/Richmond	VA
St. Anne's Community	Rochester	NY
Sutter SeniorCare	Sacramento	CA
Total Senior Care	Olean	NY

ACQUISITION SUPPORT

Aldersgate (PACE of the Southern Piedmont)	Charlotte	NC
Bright Springs Health Services	Louisville	KY
Pinta Capital Partners	New York	NY
Onex Partners	Toronto	Canada

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CLIENT REFERENCES

Kelly Upchurch, President & CEO
American Health Management (Horizon
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Community-Based Services

Brio Living Services
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